

A-6 Guides and resources

Performance Measure Guides

Balancing Measures: Best Practices in Performance Management, U.S. National Partnership for Reinventing Government, August 1999

<http://govinfo.library.unt.edu/npr/library/papers/bkgrd/balmeasure.html>

Budgeting for Results Handbook, State of Iowa, 1997-98. Contains step-by-step directions for developing program-level performance measures, and shows linkages to statewide and agency strategic planning. http://www.state.ia.us/government/dom/bfr_book.pdf

Comparative Performance Measurement, by Elaine Morley, et al. Washington, D.C.: The Urban Institute Press. 2001.

Customer Surveys for Agency Managers: What Managers Need to Know, by Harry P. Hatry, et al. Washington, D.C.: The Urban Institute Press. 1998.

Designing Customer Surveys that Work, by Dick Zimmerman, et al., published in *Quality Digest*, October 1996. <http://www.qualitydigest.com/oct96/surveys.html>

Executive Guide: Measuring Performance and Demonstrating Results of Information Technology Investments, U.S. General Accounting Office, GAO/AIMD-98-89, March 1998.

Handbook of Practical Program Evaluation, by Joseph S. Wholey, et.al. San Francisco: Jossey-Bass Publishers. 1994.

Implementing Performance Measurement in Government: Illustrations and Resources, by Joni L. Leithe. Chicago, IL: Government Finance Officers Association. 1997.

Instituting Performance and Outcome Measures, by Public Knowledge, Inc., for the Washington State Department of Personnel (DOP). This manual is used in a DOP-sponsored training class of the same name.

Make Success Measurable!, by Douglas K. Smith. New York: John Wiley and Sons. 1999.

Managing for Results: Analytic Challenges in Measuring Performance, U.S. General Accounting Office, GAO/HEHS/GGD-97-138, May 1997.

Managing for Results: Challenges Agencies Face in Producing Credible Performance Information, U.S. General Accounting Office, GAO/GGD-00-52, February 4, 2000. <http://www.gao.gov/archive/2000/gg00052.pdf>

Managing for Results: Measuring Program Results That Are Under Limited Federal Control, U.S. General Accounting Office, GAO/GGD-99-16, December 1998.

Managing for Results: Views on Ensuring the Usefulness of Agency Performance Information to Congress, U.S. General Accounting Office, GAO/GGD-00-35, January 26, 2000.

Measurement Development Guide, South Carolina State Government Quality Network Association. <http://www.scsgin.org/Measurement%20Development%20Guide.PDF>

Measuring Performance: Strengths and Limitations of Research Indicators, U.S. General Accounting Office, GAO/RCED-97-91, March 1997.

Measuring Up: Governing's Guide to Performance Measurement for Geniuses (and Other Public Managers), by Jonathan Walters. Washington, D.C.: Governing Books. 1998.

Performance Measurement: Getting Results, by Harry Hatry. Washington, D.C: Urban Institute Press. 1999.

Program Evaluation: Agencies Challenged by New Demand for Information on Program Results, U.S. General Accounting Office, GAO/GGD-98-53, April 1998.

Utilization-Focused Evaluation, by Michael Quinn Patton. Beverly Hills, CA: Sage Publications. 1986.

Performance Measure Resources

Agency Performance Progress Reports, 2001-03 Biennium data, Washington State Office of Financial Management, will first be published on the OFM Budget Division web site by November 2001, at www.ofm.wa.gov/budget.htm. Scroll down to Performance Measures and Activities by Agency, then select the 2001-03 Performance Progress Report. Prior biennium data can be found at www.ofm.wa.gov/perfrept/9901/index.htm (1999-01 Biennium) and <http://www.ofm.wa.gov/perfrept/9799/index.htm> (1997-99 Biennium).

The Florida Office of Program Policy Analysis and Government Accountability (OPPAGA) web site features reports that assess the performance of selected state agency programs operating under the state's performance-based program budgeting using their performance measures and standards. Reports include critiques of performance measures and measurement systems.

<http://www.oppaga.state.fl.us/budget/pb2publications.html>

The state of Illinois *Public Accountability Reports* for Fiscal Years 1999 and 2000 provide performance results for state agencies. <http://www.ioc.state.il.us/office/Project/download.cfm>

The state of Iowa publishes high-level outcome data for six policy areas (economy, education, health, safe communities, environment, and accountable government) on its *Results Iowa* web site. <http://www.resultsiowa.org/>

State of Minnesota *Minnesota Milestones* reports 70 indicators to track progress toward attaining goals for Minnesota's people, economy, environment, communities, and government. <http://www.mnplan.state.mn.us/cgi-bin/byteserver.pl/pdf/mm98-3.pdf>

The state of Missouri *Show Me Results* web site reports selected performance measures related to the economy, education, health, safety, and responsible government. http://www.mri.state.mo.us/smr/mo_smr_title.htm

Oregon Progress Board web site contains performance reports on the Oregon Benchmarks, as well as the *Oregon Shines II* statewide strategic plan. <http://www.econ.state.or.us/OPB/index.htm>

The state of Texas Legislative Budget Board web site includes appropriations bills containing agency performance measures linked to appropriation levels. http://www.lbb.state.tx.us/The_LBB/Menu.htm#Pubs

The commonwealth of Virginia *Virginia Results* web site publishes performance measures for state agencies. <http://www.dpb.state.va.us/VAResults/AgencyData/LookList.cfm>

Strategic Planning Guides and Resources

Guide for State Agency Strategic Planning, State of Iowa, Department of Management, 1999. http://www.state.ia.us/government/dom/agency_strategic_plan99.pdf

Managing for Results: Critical Issues for Improving Federal Agencies' Strategic Plans, U.S. General Accounting Office, GAO/GGD-97-180, September 1997

Serving the American Public: Best Practices in Customer-Driven Strategic Planning -- A Federal Benchmarking Consortium Study Report, National Performance Review, February 1997 <http://govinfo.library.unt.edu/npr/library/papers/benchmrk/customer.html>

Strategic Business Planning: A Guide for Executive Branch Agencies, State of Connecticut, Department of Planning and Management, 1998. The guide offers a high-level overview of the planning process, a detailed description of the essential elements of a strategic business plan, and a glossary and bibliography on the subject. <http://www.opm.state.ct.us/mgmt/busguide/busplan.htm>

Commonwealth of Virginia Department of Planning and Budget "Performance and Planning" web site, <http://www.dpb.state.va.us/VAResults/HomePage/PMMaterials.html>. Includes a guide for strategic planning and performance measurement, and a library of presentations on performance measurement.

Examples of good strategic plans from two Washington State agencies: Department of Corrections, <http://www.ofm.wa.gov/budinst03-05/part1/docstrategy.pdf>; and Department of Revenue, <http://www.ofm.wa.gov/budinst03-05/part1/dorstrategy.pdf>.

Performance Budgeting Resources

Performance Budgeting, Washington State Office of Financial Management PowerPoint slide presentation, www.ofm.wa.gov/pergovinfo/perfmeasures.ppt

Performance Budgeting: Initial Agency Experiences Provide a Foundation to Assess Future Directions, U.S. General Accounting Office, GAO/T-AIMD-GGD-99-216, 7/1/99.

Performance Budgeting: Initial Experiences Under the Results Act in Linking Plans with Budgets, U.S. General Accounting Office, GAO/AIMD-GGD-99-67, 4/12/99.

Performance Management Resources

The Balanced Scorecard, by Robert S. Kaplan and David P. Norton. Boston: Harvard Business School Press. 1996

The Breakthrough Strategy: Using Short-term Successes to Build the High-Performance Organization, by Robert H. Schaffer. Cambridge, MA: Ballinger Publishing. 1988

Creating High-Performance Government Organizations, Mark G. Popovich, Editor. San Francisco: Jossey-Bass Publishers. 1998

The Florida Office of Program Policy Analysis and Government Accountability (OPPAGA) web site features agency program evaluation and justification reviews.
<http://www.oppaga.state.fl.us/budget/pb2publications.html>

Managing for Results: Strengthening Regulatory Agencies' Performance Management Practices, U.S. General Accounting Office, GAO/GGD-00-10, 10/28/99.
<http://www.gao.gov/archive/2000/gg00010.pdf>

Performance-Based Management: Eight Steps to Develop and Use Information Technology Performance Measures Effectively, U.S. General Services Administration, Office of Governmentwide Policy, December 1996

Performance Measurement for Government web site contains information about performance measurement concepts and practice, and links to governmental performance measures by topic and by jurisdiction. <http://accounting.rutgers.edu/raw/seagov/pmg/perfmeasures/index.html>

The Reinventor's Fieldbook: Tools for Transforming Your Government, by David Osborne and Peter Plastrik. San Francisco: Jossey-Bass. 2000

The Washington State Joint Legislative Audit and Review Committee (JLARC) web site contains performance audits, sunset reviews and other studies, and the *Legislative Guide to Performance Measurement*. <http://jlarc.leg.wa.gov/>